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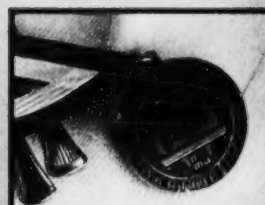
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HOW TO DO PERFECT FAST-FOOD SERVICE

LITTLE MEALS
MEAN
◀BIG MONEY



*Winning Ideas
From 1990 Silver
Plate Winners*

PLUS:
Deli Sandwiches,
Barbecue Sauce Secrets

MORE INSIDE!
SEE PAGE 2



A CAHNERS PUBLICATION

42 R&I EXCLUSIVE: CONSTRUCTING A MODEL FOR PERFECT SERVICE

To customers used to fax machines and microwaves, quick service no longer seems quick enough. *R&I* interviewed innovative fast-food companies and pulled together the best examples of technologies and techniques for improving service.

71 SILVER PLATE WINNERS: AGENTS OF CHANGE

R&I asked the executives named as 1990's outstanding operators in IFMA's Silver Plate Award Program about the future of foodservice in their segments. Views presented are those of: Tony May, independents; Bob Jones, full service; Peter Harman, fast food; Keith Golden, health care; Thelma Becker, schools; Ron Inlow, colleges and universities; Terry Vince, contract food management; Joseph DeSenza, B&I; Peter Kleiser, hotels.

102 LITTLE MEALS MEAN BIG BUSINESS

Health and nutrition experts suggest that several small meals a day might

be more healthful than three big ones. Add to that the fact that American tastebuds are turned on to ethnic foods and, voilà!, a new taste trend: little meals with imported flavors. After tapas and grazing, what next? *Spuntini*, dim sum and *mezze* are best bets for building business and reputations.

191 COOK-CHILL TAKES THE HEAT OFF MENU PLANNING

The concept of "cook the food, serve the food" has dominated food preparation for centuries. Now it is being questioned. The new order, especially in institutions, gives an important role to cook-chill, a way to cook, rapidly chill, store, reheat and serve food. *R&I* uncovers operations that are benefiting from new cook-chill applications.

198 SUMMERTIME'S SENSATIONAL BARBECUE SAUCES

Barbecue pros might disagree on whether a sauce should be sweet or tangy, spicy or no, and will gladly debate their side. But all successful barbecue cooks have one thing in common—the time spent perfecting their sauce. Gather round the "pit" as we pass along sizzling sauce tips and a guide to good grilling.

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FOOD 198

Bring your own
brand of heat to
the grill with
R&I's barbecue
hints, techniques
and recipes
including Cajun
Lamb Ribs (r.)

RESTAURANTS & INSTITUTIONS

THE HILL

CHILD-CARE BILL FACES BUSH VETO

Legislation to expand federal assistance for child care has passed both the House of Representatives and Senate but is not expected to make it past President George Bush's desk.

"The president says he will veto the bill and Congress probably doesn't have enough votes to override the veto," says Elaine Graham, director of federal relations for the National Restaurant Association.

Since the NRA supports a rival measure cosponsored by Rep. Charles Stenholm (D-Texas) and Rep. E. Clay Shaw (R-Fla.), it backs President Bush's veto plan. The veto is expected, however, to put more focus on the stalled parental leave bill.

"Parental leave could become the work-family issue of this Congressional session," says Graham. "I still don't think they have the

votes to pass parental leave in its present form but they may ratchet-down the numbers [for example, cut the number of weeks allowed for leave] to get it passed."

The \$27 billion child-care package passed by the House in March would expand earned-income tax credits for low-income families, increase block grants to states for child-care services, broaden Head Start for disadvantaged preschool children into an all-day, year-round system, and establish

a school-based program of before-school and after-school care.

Also included in the measure is a \$25 million-a-year incentive for businesses to provide on-site child care for employees.

The Senate passed its version last year. It includes expanded tax credits and a grant program to the states to subsidize child care.

While the proposals have no employer mandates, Graham says the NRA supports the Stenholm-Shaw concept because "it provides parents with more choices and keeps the federal government out of the child-care business."

—J.W.



The Stenholm-Shaw child-care proposal does not include school-based child care for latchkey children.

HELPING HAND

RAISING MONEY FOR ARTHRITIS

In 1989, some 30,000 runners tied bells to their shoes and raced to raise \$520,000 for the Arthritis Foundation—a 100% increase in funds over the previous year, according to Dianna Johns, Arthritis Foundation director of special events. A national fundraiser since 1987, the Foundation's Jingle Bell Run is sponsored annually in December by



restaurants around the country. Last year, 15 restaurant companies in 21 cities donated time, food and funds. The largest single participant was Columbus, Ohio-based Max & Erma's, which raised \$75,000 by sponsoring races in six cities. To participate this year, contact Dianna Johns at the Arthritis Foundation in Atlanta at (404) 872-7100.

—Monica Kass

R&I DATA

TRAFFIC COUNTS UP SLIGHTLY FROM YEAR-AGO LEVELS

Through the first quarter of 1990, 55% of full-service and 45% of fast-food operations reported gains in customer counts from year-ago levels. Industrywide, traffic counts rose 3%.



FULL SERVICE

(% of operators)



- Up more than 10%
- Up 1%-10%
- No change
- Down 1%-10%
- Down more than 10%



FAST FOOD

(% of operators)



- Up more than 10%
- Up 1%-10%
- No change
- Down 1%-10%
- Down more than 10%



HOTEL/MOTEL

(% of operators)



- Up more than 10%
- Up 1%-10%
- No change
- Down 1%-10%
- Down more than 10%

Source: Cahners Bureau of Foodservice Research

R&I REPORT

PERSONAL GLIMPSE

BETSY BALSLEY: ON BLAND FOOD, DROP-IN RESTAURANTS, RETIREMENT

Date of birth: Sept. 2.
Birthplace: Joplin, Mo.
Current home: Pacific Palisades, Calif.
Marital status: Single.
Current projects: Trying to retire.
Favorite comfort food: My own fried chicken, mashed potatoes and creamed gravy.
Least favorite food: Eggplant.
Favorite drink: Tap water.
When I cook for myself, I



In March, Betsy Balsley capped a 17-year stint as food editor of *The Los Angeles Times* with a month-long food-tasting sojourn to the Orient. Balsley, a chemist by trade, began her career in small mid-western companies, running laboratory analyses on everything from zinc to butter fat. In 1954, she moved to Honolulu where she spent 16 years in advertising and public relations. She joined the *Honolulu Star-Bulletin & Advertiser* in 1970 and, "overnight, suddenly found myself 'the' editor."

cook: Chicken with a little olive oil and tarragon.
When I cook for friends, I cook: Soup and salad meals. My favorites are my own cabbage kielbasa soup and Jeremiah Tower's black bean and *sumi* salad.
If I opened a restaurant tomorrow, I'd serve: Plain old Americana food, homemade soups, hearty stews, that sort of thing.

The mistake restaurateurs make most often: They try too hard. They think they've got to be a Wolfgang Puck and not themselves. They forget service. When I go out to eat, I want to be pampered and babied.

I wish there were more: Restaurants where I could comfortably drop in without being dressed up. This is not a problem in Los Angeles. But it is in other cities around the country.

The cuisine I'd like to see outlawed: Certain ethnic foods that are tasteless and bland and remain popular only because they're ethnic. I won't name names.

My first job: Running ore analyses in a lead and zinc mining smelter in Galena, Kan.

My worst job: Doing butter-fat and milk-solid analyses at a Joplin dairy.

My personal heroes: I have two. The man who invented the freezer and the guy who invented the word processor.

I wish I had more time to: Retire.

The best book I've read recently: *Cannibals in the Cafeteria* by Stephen Pile.

If I wasn't doing what I'm doing now, I'd probably: Be doing what I'm trying to do now: retire.

EDUCATION

ESL PROGRAM THRIVES AT HOTEL CHAIN

Congratulations from appreciative customers and even First Lady Barbara Bush are a few of the initial benefits of the literacy and English language program instituted at the Quality Inn hotel in Arlington, Va.

Food and beverage de-

partment employees are taught phrases to answer hotel guests' basic questions. A \$300 reward encourages them to learn conversational English at a separate class. To date, 31 Quality employees have graduated from the basic class.

The U.S. Department of Education and the Virginia Department of Education fund 70% of the project. Quality Hotels contributes the remaining 30% by providing meeting space for morning classes, equipment and technical assistance.

—J.W.



English language program graduation at the Quality Inn, Arlington, Va.

R&I DATA

MENU PRICE INCREASES TO AVERAGE 12%

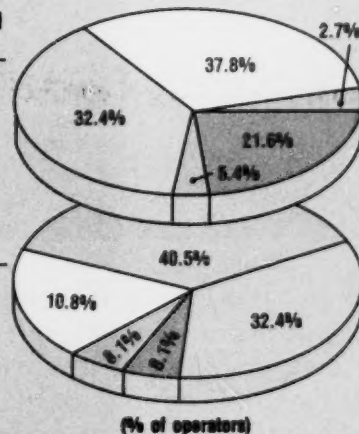
Only 37% of operators polled recently by R&I plan to raise menu prices in the next six months. Increases will average 12% and affect only 28% of all menu items.

% of menu items that will be raised in price

- ☐ 1%-10%
- ☐ 11%-19%
- ☐ 20%-29%
- ☐ 30%-100%
- ☐ Don't know

% that menu prices will be raised

- ☐ 1%-5%
- ☐ 6%-10%
- ☐ 11%-19%
- ☐ 20%-100%
- ☐ Don't know



Source: Cahners Bureau of Foodservice Research

ACTION EXPRESS

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